and ceased to worry because he could not use all the mechanisms employed by Taylor; or in the words of the poet:

> An' what 'e thought 'e might require,
> 'E went and took the same as me.

To say, therefore, that an investigator of the Taylor methods in the United States "would draw a blank," is to indicate gross ignorance of just what has occurred. Mr. Taylor's great paper Shop Management still remains the basic statement of a new industrial philosophy. Many interpretations, however, have been made of this philosophy, just as many and diverse interpretations have invariably been made of the work of all great reformers, religious and political. But any one well informed concerning Taylor's pioneer work will find no difficulty in identifying some of his methods in almost any up-to-date manufacturing plant in this country. And in many of them he will find some of Taylor's mechanisms of management almost unchanged from the original. Perhaps the most common elements to be found are those of rate setting on the basis of accurate time study, and the planning and dispatching of operations on the basis of a prearranged time schedule.

But more important and underlying any and all of these mechanisms of management that may be identified is the spirit of the man himself as the prophet of more efficient methods. Whether any or all of his specific methods survive, the spirit of inquiry that he set into motion concerning industrial methods, his frank skepticism of the efficiency and desirability of methods and processes, even though they bore the imprint of hoary age and the stamp of ancient precedent, will ever remain one of the great contributions to the industrial arts. At no time has the influence of Fred Taylor been so great or his memory so secure as at this moment when the factories of the United States are pouring forth a stream of industrial wealth such as mankind has never witnessed. His share in this great development is great, indeed, and difficult to estimate.

The BULLETIN OF THE TAYLOR SOCIETY is included in the indexing of the Industrial Arts Index to be found in Public Libraries.

News of the Sections

Central New York

The April 29 meeting of the Central New York Section brought out a record attendance. The subject was "Time Study Methods," the speaker Mr. Claude S. Perry of the Corona Works of L. C. Smith and Corona Typewriters, Inc. The May meeting was held on the 20th, when Mr. M. J. Hayes, Auditor of the Eastman Kodak Company, talked on "Cost Sense and its Application."

Eastern Massachusetts

The Eastern Massachusetts Section held its May meeting on the 17th at the Boston Chamber of Commerce with Edwin C. Johnson, President of the H. A. Johnson Co., of Boston, presiding. The Bedaux Point System was discussed by Mr. L. C. Stevens of the L. C. Stevens Co., of Boston, Mr. W. F. O'Connor, Production Manager of the Universal Winding Co., Providence, and Mr. Aldo P. Greco, Head of Standards Department, Simonds Saw and Steel Co., Fitchburg, Massachusetts.

New York Metropolitan

Mr. Elliott Dunlap Smith, Division Manager of the Dennison Manufacturing Company, Framingham, Massachusetts, was the speaker at the April 14 meeting, talking on "Financial Incentives in Industry." Mr. Robert B. Wolf, Mr. Robert T. Kent and Mr. Geoffrey Brown, named discussors of the paper, were joined by a number of others in consideration of various angles of the subject. The last meeting of the year was held on May 19, when Mr. Whiting Williams, Counsel in Industrial and Public Relations, Cleveland, gave a paper on "The Big Boss and Lesser Ones: Executive Relations and Industrial." Miss van Kleeck and Mr. Bowers were joined by others in lively discussion. Mr. Henry Bruere, the new chairman of the section, presided. Other officers elected for the coming year were:

> Vice-Chairman—Miss B. Eugenia Lies
> Secretary—Miss Ruth Reticker

The Executive Committee includes: C. L. Barnum, John M. Carmody, Wallace Clark, Edmond E. Lincoln, Joseph A. Piacitelli, T. L. Preble, George Soule and R. G. Wagenet.

Southern Tier

Mr. H. H. Griswold, President of Merchants National Bank, Elmira, N. Y., talked to the Southern Tier Section on "Some Trends of Business" at the April 11 meeting of the section. The May meeting was held May 9 when the speaker was Dr. Donald A. Laird, who is in charge of the Psychological Laboratory at Colgate University. His subject was "Personalities in Industry, or Personal Traits in Placing and Motivating Workers."

"Improving Manufacturing Facilities" is a two volume pamphlet which has just been published by the Bureau of Commercial and Industrial Affairs of the Boston Chamber of Commerce. The first volume deals with general fields for improvement such as simplification and standardization, progressive manufacture, power efficiency, working conditions, employe selection and marketing science. While the subjects covered are general the treatment is most specific. Concrete examples are used as illustrative material and excellent drawings and tables accompany the text. The second volume takes up the more technical questions of production measurement, manufacturing control, routing, scheduling, dispatching, internal transportation, machinery and tools, and human relations. Henry P. Kendall, Henry H. Farquhar and Gorton James, members of the Taylor Society, are among those responsible for this study, a real contribution on the important subject of waste elimination in industry. It is commended to BULLETIN readers.

The Library Journal for April 15, 1927, contains a helpful list of business books, grouped under thirty-six subject headings, published from April, 1926, to April, 1927.

Reviews

Applied Budgeting. By Henry Bruere and A. Lazurus, A. W. Shaw Company, Chicago, 1926, pages 248.

The authors of "Applied Budgeting" have rendered a valuable service to the leaders of industry and business who have not adopted budgeting control as a tool of management for their particular lines of work. This book will help to dispel any doubts that such men may feel as to the applicability of budgets to lines of business which are "different" or "peculiar."

The budgeting experiences and procedures of several companies from each of eleven widely differing types of industry have been recorded, illustrated with forms and discussed in the various chapters. The following types constitute the eleven lines of work: oil companies, railroads, banks, newspapers, contracting and construction companies, metal working plants, department stores, canners, hotels, ice cream industries, garment industries.

While it is admitted that these budget studies are somewhat sketchy and incomplete, there is a sufficient amount of information given to show that planned and controlled operations through budgeting methods are essential to the conduct of a successful business operating under competitive conditions. The fact that names are given for the well known companies whose experience has been drawn upon for the contents of the book opens the way for the reader to secure details on points of particular interest developed from reading the text.

The record of experience of the industries mentioned has largely been the result of studies conducted by the authors through the Policyholders Service Bureau of the Metropolitan Life Insurance Company. However, these writers have used the first and concluding chapters to give their own ideas on past, present and future budget programs, suggesting ways for insuring their successful application.

The necessity for proper accounting as a foundation for budgets and a willingness to face the truth is noted:

"No business is in a position to consider the development of a budget until it is equipped to record and analyze the results of its activities and to reflect these results in the balance sheet" and

"—there must be first an acceptance of the budget principle; namely, a willingness to face the facts, a determination to obtain them and a courage to act according to the light that the facts produce."

Some fifteen points of beginning for a budgetary control are listed. This illustrates the fact that budgets may well be a matter of growth, being first applied at a point of particular necessity and later expanded to other activities until a complete program of budgetary control is developed.

Steps are outlined for the installation, points of danger indicated, methods of forecasting the volume of the business together with the establishment of sales quotas and measures for securing flexibility of control are all discussed.

It is pleasing to note the emphasis which is placed upon the budget as a means for stimulating employe goodwill and confidence in management as well as the fact that the budget is a device for promoting continuity of employment.

Another phase of the situation which is seldom discussed but which should be the better appreciated is found in the following:

"Certain large businesses pride themselves on achieving a public status; others are called upon by virtue of their size to submit to a persistent inquisitiveness respecting their conduct and intentions. Many businesses are subjected to public regulation and all business is confronted